Job Analysis and Exam Processes Audit Report

California Department of Forestry and Fire Protection

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California Department of Forestry and Fire Protection

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California State Personnel Board
801 Capitol Mall, MS 55
Sacramento, CA 95814

TABLE *of* CONTENTS

INTRODUCTION

Pursuant to Article VII, section I (b) of the California Constitution, State civil service appointments and promotions are to be made under a "general system based on merit ascertained by competitive examinations." The State Personnel Board (SPB) is charged with oversight of the State civil service employment system including the examination and hiring processes. The oversight function includes the responsibility to audit examinations when cause is found to believe that a department has not administered their examinations in accordance with the applicable laws, rules, policies and procedures.

The State Personnel Board's (SPB) Appeals Division received multiple appeals regarding the Fire Captain/Fire Captain (Paramedic), Fire Fighter II, Fire Apparatus Engineer, and Battalion Chief examination processes conducted by the California Department of Forestry and Fire Protection (CAL FIRE). In response, the SPB's Merit Operations Division (SPB MOD) conducted a thorough review of the job analysis and exam materials for these classifications. This review revealed several deviations from accepted professional standards and legal requirements for the development and validation of examinations administered within the State of California civil service. These findings were presented to the SPB's five member Board, and as a result, the resolution to revoke CAL FIRE's delegation was approved on November 9, 2009.

Since November 2009, the SPB MOD has provided ongoing review, guidance, support, and training regarding CAL FIRE's examination development and validation processes with the goal of assisting CAL FIRE in regaining exam delegation.

On March 1, 2010, the SPB began conducting an audit of CAL FIRE's job analyses and examination processes to ensure adherence to the rules and regulations of the SPB, statutory authority for civil service examinations, and the guidelines set forth in Government Code section 19052 (See Appendix A: Government Code sections 19052, 18930, & 18934; See Appendix B: List of Job Analysis and Exam Projects Audited).

The audit results have been compiled into the present report and separated into the following main categories: Job Analysis, Exam Development, and Exam Processing and Administration.

JOB ANALYSIS

California state law requires that all civil service examinations be job-related (See Gov. Code, § 18930 in Appendix A: Gov. Codes, sec. 19052, 18930, & 18934). In order to meet this requirement, all California State departments have been mandated by the SPB Rule 50 (See Appendix C: SPB Rules 50 & 250) to conduct a job analysis of each classification in order to assure the establishment of associated job-related and content-valid selection procedures.

The *Uniform Guidelines on Employee Selection Procedures* (See Appendix D: SPB Summary of Uniform Guidelines) specify that a selection procedure can be supported by a content valid strategy to the extent that it is a representative sample of the content of the job. This is demonstrated through the establishment of a clear relationship between the selection procedure and the requirements for successful job performance in the classification the procedure is used.

Violations

Survey Administration and Data Analysis: (Uniform Guidelines 14C 4 and 15C 3, SPB Rule 50 – Merit Selection Manual Section 2200, SPB Rule 250)**.**

When collecting data for the criticality of job tasks and the criticality and expected at entry ratings for knowledge, skills, abilities, and personal characteristics (KSAPC), an adequate and representative sample of incumbents and supervisors must be surveyed. This is done to demonstrate that the content validity of exam materials is supported by the job analysis. Additionally, job analytic data should be analyzed separately for each classification.

Several CAL FIRE job analysis studies did not adequately survey incumbents and supervisors within the department. For the Heavy Equipment Mechanic & Heavy Equipment Mechanic (Correctional Facility) classifications, 2006, two incumbents and six supervisors completed the job analysis survey for both classifications, while the job analysis report showed that 29 Heavy Equipment Mechanics & 22 Heavy Equipment Mechanics (Correctional Facility) were employed at CAL FIRE at the time of the study. This survey represented a 7% sample of Heavy Equipment Mechanic incumbents and 0% of Heavy Equipment Mechanic (Correctional Facility) incumbents. Additionally, no incumbents from the Correctional Facility parenthetical participated in the job analysis workshop. For Dispatcher Clerk, 2006, only four individuals completed the job analysis survey for the 92 positions filled, which constitutes a 4.3% sample. Other job analysis studies found to be deficient in sampling included the Pipeline Safety Engineer, 2007 and the Battalion Chief, 2006. (See Appendix E: Documented Audits; See Appendix F: Pipeline Safety Engineer 2007; See Appendix G: Battalion Chief 2006).

When analyzing job analysis data, pursuant to SPB Rule 50 and the *Uniform Guidelines on Employee Selection Procedures*, each classification should be analyzed separately. For example, the Heavy Equipment Mechanic and Heavy Equipment Mechanic (Correctional Facility) classifications, 2006, were analyzed as one group with the results being compiled into one list of retained tasks and KSAPCs (See Appendix E: Documented Audits). This method of data analysis is inappropriate because the duties and requirements for these respective positions are different, and by aggregating the data of both classifications, the results are distorted. Similarly, the Staff Services Manager II (Supervisory) & Staff Services Manager II (Managerial) classifications, 2007, were analyzed as one group, and resulted in confusing the duties and requirements between the classifications (See Appendix H: Staff Services Manager II 2006).

Cutoff scores for all job analytic data should be set so as to retain only the essential duties and requirements of the position. Criticality ratings should be set at a level that implies "important" or "critical" for job performance (See Appendix D: SPB Summary of Uniform Guidelines). The Staff Services Manager III, 2007, for example, used an inappropriately low cutoff score for the task statements. The data analysis and cutoff requirements should be clearly described within the job analysis report. A three point scale was reported in the body of the report while a four point scale was reported in the appendices of the report. The cutoff score of .5 applied to the job analysis data was inappropriately liberal for the scale used, such that non-essential tasks were retained (See Appendix I: Staff Services Manager III 2007).

To comply with State and SPB testing regulations and guidelines, the MOD is recommending that the following corrections to CAL FIRE practices be made:

> Adequately survey a representative sample of incumbents when conducting all job analysis studies, in accordance with the sampling guidelines set forth in the SPB Selection Analyst Training Series Job Analysis training class. A summary of appropriate sampling criteria in the job analysis training manual is presented in the table below.

Number of Incumbents	Job Analysis Questionnaire
1 – 30	100%
31 – 50	75%
51 - 200	50%
201 & over	25% - 50%

> CAL FIRE must conduct a separate job analysis study for each classification, as well as analyze the data separately for each classification. Incumbents in the specific classification must be utilized to evaluate the criticality of job analysis components. The job analysis should not rely solely on data provided by individuals outside of the classification.

When determining essential job components for a classification, set cutoff criteria to correspond with no less than "Important" for tasks, and "Important" and "Expected at Entry" for KSAPCS.

Task/KSAPC Linkage Data: (Uniform Guidelines 14C 4 and 15C 3, State Personnel Board Rule 50 – Merit Selection Manual Section 2200, SPB Rule 250).

Linking is the process of identifying the job tasks that utilize specific KSAPCs in the job analysis. As stated in the Uniform Guidelines, the relationship between each KSAPC and job task, as well as the method used to determine this relationship, should be provided in the final Job Analysis report. Linking KSAPCs to specific job tasks demonstrates that these KSAPCs are in fact needed and utilized in the completion of critical and important functions on the job. An examination should not require possession of a KSAPC unless it links to an essential task in the job analysis.

A review of CAL FIRE projects/documents found that CAL FIRE did not consistently document and maintain job analysis linkage data. In the example of the Forestry & Fire Protection Administrator 2006 job analysis, raw linkage data was presented on request; however, final linkage results demonstrating consensus and/or central tendencies among subject-matter-expert (SME) ratings were not provided. Evidence of linkage must be properly documented and included in the job analysis report. A similar problem was found with the Battalion Chief, 2006 and the Senior Accounting Officer, 2009, classifications.

Linkage data should not include KSAPCs that were not retained in the job analysis (e.g., Pipeline Safety Engineer, 2007). (See Appendix E: Documented Audits)

To comply with State and SPB testing regulations and guidelines, the MOD is recommending that the following corrections to CAL FIRE practices be made:

Document and report finalized task/KSAPC linkage data within the final job analysis report. This should include the aggregate of all SME data to determine consensus and/or central tendency of the linkage findings.

When presenting linkage data, do not include tasks that did not meet the specified level of criticality or importance. Additionally, do not include KSAPCs that did not meet the specified level of importance or expectancy upon entry to the position.

Additional Areas of Concern

Task and KSAPC Development: (Uniform Guidelines 14C 4 and 15C 3, State Personnel Board Rule 50 – Merit Selection Manual Section 2200, SPB Rule 250)

Although there are multiple ways to develop tasks, the minimum requirement is to describe the observable behaviors and work products. Each task statement should be

a clear description of one work activity performed by an individual and specific enough to derive associated KSAPCs.

KSAPC statements should be operationally defined, including degree of proficiency and inherent competencies. Additionally, the KSAPCs should describe specific characteristics and should be understood by any reader with minimal ambiguity or confusion. The SPB job analysis training manual provides instructions and guidance on proper task and KSAPC development.

The quality of the tasks and KSAPCs within several CAL FIRE job analyses was inconsistent. Oftentimes, the tasks and KSAPCs lists developed by CAL FIRE are minimal and sparse (e.g., Pipeline Safety Engineer Series, 2007, Air Operations Officer Series, 2005 & 2009, Dispatcher Clerk, 2006). (See Appendix E: Documented Audits)

Consistency and Clarity of Job Analysis Reports:

The consistency and clarity of job analysis reports by CAL FIRE can also be improved. For example, the July 2007 Staff Services Manager III report states that the classification contains 24 incumbents, while in another part of the report it states that there are only two incumbents in the classification. The report is also unclear on whether the SMEs listed participated in all stages of the job analysis, or whether some only participated in certain stages of the process. The MOD recommends that CAL FIRE be diligent in documenting precisely which SMEs participated in which stage(s) of the job analysis process. Consistency and clarity of information presented is essential to the production of a quality job analysis report.

EXAM DEVELOPMENT

The SPB is responsible for overseeing the State's employment selection system, including testing and examination processes conducted on both centralized and decentralized bases, as well as ensuring that departmental testing activities result in merit- and fitness-based job-related selection decisions in civil service (Gov. Code, sec. 18930 &19052).

<u>Violations</u>

Confidentiality of Exam Development Processes and Materials: (Gov. Code sec. 8934, State Personnel Board Rule 50 – Merit Selection Manual Section 2200, SPB Rule 250).

All exam materials must be kept confidential and stored and transmitted in a secure manner.

Exam development meetings are conducted to draft, review, finalize, and approve all content for exam materials. Such meetings are typically led by a qualified exam analyst, with the participation of qualified subject-matter-experts (SME). The SMEs

review the job analysis data and collaborate with the exam analyst to determine the content areas to assess. SMEs and the exam analyst then review each exam item to ensure the content matches the important and expected at entry KSAPCs, and to establish the appropriate difficulty level for all exam components.

There was a general pattern of inappropriate processes used for exam development. For example, instead of facilitating exam development meetings for the Senior Civil Engineer, 2008, Forestry and Fire Protection Administrator, 2006, Staff Services II (Supervisory) & (Managerial), 2007, Staff Services Manager III, 2007, Aviation Officer II & III (Maintenance), 2009, and Aviation Officer II (Flight Operations), 2009 exams, CAL FIRE sent general instructions to project SMEs via a memorandum requesting that SMEs complete a confidentiality agreement. Additional instructions included having the SMEs collaborate to develop questions based upon the classification requirements posted on the bulletin. (See Appendix J: Exam Correspondence). The SMEs were then instructed to mail the exam materials back to the CAL FIRE exam analyst.

All exam materials are confidential and should not be distributed in a manner where exam content can be compromised. Exam development should occur in a controlled setting. CAL FIRE must adhere to confidential exam security practices (See Code Section 18934 in Appendix A: Gov. Code, sec. 19052, 18930, & 18934). Furthermore, a qualified exam analyst should actively participate in exam development to ensure the security, quality, and content validity of all exam components.

Several CAL FIRE exam project folders did not contain proper documentation and support of exam development and validation activities. This would include but not be limited to pertinent data such as pass point data and methods, scoring methods used, content validation processes linking the exam to the job analysis, subject matter experts involved in the process, dates of meetings and workshops to develop examinations. CAL FIRE did not provide SPB with any validation reports.

After the initial audit, the MOD requested that CAL FIRE provide a description of exam development methods for the classifications audited in this report, describing all phases and components of the exam development process. CAL FIRE provided a one-page document listing general exam development practices, rather than providing the methods used for each of the individual examinations. (See Appendix K: Examination Methodology).

To comply with State and SPB testing regulations and guidelines, the MOD is recommending that the following corrections to CAL FIRE practices be made:

> Maintain strict confidentiality of all exam related materials and exam development processes by having a qualified exam analyst proctor all activities involving the use of subject-matter-experts. Do not send confidential exam materials electronically, or release exam materials to SMEs outside of a controlled setting.

> The exam analyst overseeing the development process must be well versed in the test modality being used, and provide active input into its final content, structure, and scoring procedures.

Exam Items and KSAPC Linkages: (Uniform Guidelines 14C 4 and 15C 3, State Personnel Board Rule 50 – Merit Selection Manual section 2200, SPB Rule 250)

All exam materials should comply with the laws and rules of the SPB, statutory authority for civil service examinations, and the guidelines set forth in Government Code section 19052 (See Appendix A: Gov. Code, sec. 19052, 18930, & 18934). Exam questions should have a direct and clear link back to the job analysis tasks and KSAPCs. All job analyses should be current prior to administering the exam.

All CAL FIRE exams audited were linked to the knowledge and abilities posted on the exam bulletin rather than to the current job analysis. Test items must link back to those KSAPCs within a completed job analysis to provide evidence of content validity for the exam. Furthermore, questions must be written and supported on the basis of job analysis results. Only essential KSAPCs that are required upon entry should be tested. Linking all exam materials back to a current job analysis will ensure exam validity and legal defensibility.

Exam scoring procedures should use a rational and logical approach to awarding candidates points within an exam, which directly ties to the complexity and level of proficiency required for the job, as specified by the KSAPCs and SME input. The CAL FIRE utilized Supplemental Applications for various classifications (e.g., Fire Captain, 2005, Fire Captain Paramedic, 2005) in which education/certification was used as a basis for determining applicant scores. The education/certification section of the exam linked to KSAPCs that did not logically relate to the education assessments elicited in the question. For example in the Fire Captain Supplemental Application exam items were linked to KSAPCs that included "read maps, communicate, supervise crews, and analyze situations." Documentation regarding how the education provides development of these KSAPCs was not reported. While there were sections in the supplemental application where applicants could provide information on supervisory and project management work experience, the overall exam disadvantaged candidates who possessed only acceptable work experience and had no educational background.

To comply with State and SPB testing regulations and guidelines, the MOD is recommending that the following corrections to CAL FIRE practices be made:

> Document and report the relationship between all exam materials and a current job analysis. Link each exam item directly to the important and expected at entry KSAPCs listed in the final job analysis report. Linking exam items to knowledge and ability statements posted on the exam bulletin is not sufficient to demonstrate evidence of content validity.

> Develop logical and rational scoring procedures that are supported by the current job analysis for the classification. The candidate's score should correspond with their ability to perform the essential duties of the job and not be based on erroneous or biased methods. This includes awarding more points for education when relevant work experience is adequate in determining qualifications for the position. When developing scoring procedures that are based on educational accomplishment, thoroughly document with a panel of qualified SMEs the relationship between the educational accomplishments and the required KSAPCs. Furthermore, when relevant work experience is comparable to education, the exam must allow for fair testing and scoring.

Examination Validation Documentation: (Uniform Guidelines 14C 4 and 15C 3, State Personnel Board Rule 50 – Merit Selection Manual Section 2200, SPB Rule 250)

All exam development and validation activities must be properly documented and reported. Reports should include information regarding the development of the exam plan and exam scoring model, development of selection procedures and pilot testing procedures, test item/KSAPC linkage, and pass point setting information. Additional information regarding exam development meetings, SME and participant demographics, and SME classification/qualifications should also be included.

For all exams audited, no validation reports were provided by CAL FIRE. While some of the required information was presented in the history file, there was no established methodology for how the exam information was collected, documented or stored. Additionally, item KSAPC linkage, pass point setting methodology and SME demographics were not clearly reported.

To comply with State and SPB testing regulations and guidelines, the MOD is recommending that the following corrections to CAL FIRE practices be made:

> Develop and utilize consistent validation reporting methods to clearly document exam development and validation activities. Include all necessary information outlined in the Uniform Guidelines on Employee Selection Procedures and the SPB Rule 50 – Merit Selection Manual (SEE Appendix L: Validity Verification Checklist).

Additional Areas of Concern

Structured Interview Items and Scoring Criteria: (State Personnel Board Rule 50 – Merit Selection Manual Section 1300, SPB Rule 250)

Structured interview questions were often written with benchmarks that did not provide clear guidelines as to what defines a well qualified vs. qualified applicant. Generic benchmarks were applied to many of the structured interviews reviewed by the MOD (e.g., Unit Chief, 2006, Senior Civil Engineer, 2008, Staff Services Manager I, 2007). Benchmarks should be tailored to the specific interview questions to ensure objective scoring of candidates (See Exhibits IV, V, and VI).

Pilot Testing

In order to determine the clarity of instructions, establish the time limits that should be applied during instrument administration, and verify how well the items are working in terms of identifying those individuals who have higher amounts of the targeted KSAPCs, examinations should be pilot tested using a sample of incumbents. Performance data for each incumbent/candidate can be analyzed on an item-by-item basis, for each subtest and for the exam as a whole.

Pilot testing data was not provided for any of the CAL FIRE exams. It is recommended that pilot testing be completed for all exam instruments to ensure the exam is performing optimally. This will also allow any necessary corrections to be made before exam administration. This is the best practice to ensure that exam questions are clear, consistent, and functioning appropriately to capture the intended KSAPCs.

Examination Plan: (State Personnel Board Rule 50 – Merit Selection Manual Section 1300, SPB Rule 250)

Each KSAPC statement should be reviewed to determine which assessment methodology would be the most appropriate for testing. After reviewing the final task and KSAPC results, a "Selection Options Matrix" detailing examination options for all retained KSAPCs should be developed. This will provide the department with an overview of the various exam modalities available, and assist in determining the most appropriate exam method for a specific classification.

EXAM PROCESSING AND ADMINISTRATION

Exam processes and administration should adhere to the rules and regulations of the SPB, statutory authority for civil service examinations, and the guidelines set forth in Government Code section 19052 (See Appendix A: Gov. Code, sec. 19052, 18930, & 18934). Exam processes should be properly documented and stored in a history file, including pertinent information such as exam bulletins, examination applications, scoring reports, final results, and bottom line hiring reports.

During the initial review, the MOD was unable to locate several documents for the classifications under audit (See Appendix B: List of Job Analysis and Exam Projects Audited), including Subject Matter Expert/Consultant Security Forms, Reasonable Accommodation Information, Qualifications Appraisal Panel (QAP) Information/Notes/Tapes, applicable Scoring Reports/Scoring Information, Candidate Notices, and Exam Correspondence. After requesting the information from CAL FIRE, the documents were provided and it was determined that CAL FIRE was in compliance with the SPB's standards for exam processing and administration. Application review and general testing procedures were appropriate and in accordance with acceptable methodologies. Therefore, no violations were found in exam processing and administration during this audit. However, some areas of concern were noted in CAL FIRE's filing procedures.

The filing system used by CAL FIRE can be improved in terms of organization and accessibility. Job analysis reports were not systematically stored (e.g., alphabetically, by date). It was difficult for the MOD to locate many documents or files relevant to the audit. While many project folders were organized appropriately, several others were filed and stored unsystematically, and/or were located away from the central archive of projects.

Components of a single report were oftentimes divided and stored separately. In some cases, for example, job analysis linkage data was filed separately from the corresponding job analysis report.

To comply with State and SPB testing regulations and guidelines, the MOD is recommending that the following corrections to CAL FIRE practices be made:

> Consolidate all job analysis reports, exams, validation reports, and pertinent documentation in a systematic manner based upon classification.

> Adopt and adhere to consistent filing procedures to ensure accessibility and that appropriate and necessary information is documented.

SUMMARY

This study included the review of several CAL FIRE job analysis, exam development, and exam administration practices and procedures. To ensure adherence to the laws and rules of the SPB, statutory authority for civil service examinations, and the guidelines set forth in Government Code section 19052 (See Appendix A: Gov. Code, sec. 19052, 18930, & 18934), the MOD advises CAL FIRE to resolve the violations and implement the recommendations provided within this report.

Implementing the procedural changes described in this report will assist CAL FIRE in regaining testing delegation. In order to assist CAL FIRE in the development of sound hiring practices, the SPB is requiring all selection analysts and exam managers at CAL

FIRE to complete the Selection Analyst Training series provided by the SPB. Additionally, it is recommended that CAL FIRE HR staff familiarize themselves with the SPB Job Analysis Training Manual, as this includes all the necessary information to conduct quality job analyses.

It is evident that the selection analysts at CAL FIRE are motivated to address the issues presented in this report, and the SPB is appreciative of the cooperation exhibited by the CAL FIRE team. The SPB looks forward to further collaboration with CAL FIRE to ensure delegation is regained in a timely fashion.

SUMMARY OF RECOMMENDATIONS

Survey Administration and Data Analysis: (Uniform Guidelines 14C 4 and 15C 3, SPB Rule 50 – Merit Selection Manual Section 2200, SPB Rule 250)**.**

Adequately survey a representative sample of incumbents when conducting all job analysis studies, in accordance with the sampling guidelines set forth in the SPB Selection Analyst Training Series Job Analysis training class. A summary of appropriate sampling criteria in the job analysis training manual is presented in the table below.

Number of Incumbents	Job Analysis Questionnaire
1 – 30	100%
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CAL FIRE must conduct a separate job analysis study for each classification, as well as analyze the data separately for each classification. Incumbents in the specific classification must be utilized to evaluate the criticality of job analysis components. The job analysis should not rely solely on data provided by individuals outside of the classification.

When determining essential job components for a classification, set cutoff criteria to correspond with no less than "Important" for tasks, and "Important" and "Expected at Entry" for KSAPCS.

Task/KSAPC Linkage Data: (Uniform Guidelines 14C 4 and 15C 3, State Personnel Board Rule 50 – Merit Selection Manual Section 2200, SPB Rule 250).

Document and report finalized task/KSAPC linkage data within the final job analysis report. This should include the aggregate of all SME data to determine consensus and/or central tendency of the linkage findings.

When presenting linkage data, do not include tasks that did not meet the specified level of criticality or importance. Additionally, do not include KSAPCs that did not meet the specified level of importance or expectancy upon entry to the position.

Confidentiality of Exam Development Processes and Materials: (Government Code section 8934, State Personnel Board Rule 50 – Merit Selection Manual Section 2200, SPB Rule 250).

Maintain strict confidentiality of all exam related materials and exam development processes by having a qualified exam analyst proctor all activities involving the use of subject-matter-experts. Do not send confidential exam materials electronically, or release exam materials to SMEs outside of a controlled setting.

The exam analyst overseeing the development process must be well versed in the test modality being used, and provide active input into its final content, structure, and scoring procedures.

Exam Items and KSAPC Linkages: (Uniform Guidelines 14C 4 and 15C 3, State Personnel Board Rule 50 – Merit Selection Manual section 2200, SPB Rule 250)

Document and report the relationship between all exam materials and a current job analysis. Link each exam item directly to the important and expected at entry KSAPCs listed in the final job analysis report. Linking exam items to knowledge and ability statements posted on the exam bulletin is not sufficient to demonstrate evidence of content validity.

Develop logical and rational scoring procedures that are supported by the current job analysis for the classification. The candidate's score should correspond with their ability to perform the essential duties of the job and not be based on erroneous or biased methods. This includes awarding more points for education when relevant work experience is adequate in determining qualifications for the position. When developing scoring procedures that are based on educational accomplishment, thoroughly document with a panel of qualified SMEs the relationship between the educational accomplishments and the required KSAPCs. Furthermore, when relevant work experience is comparable to education, the exam must allow for fair testing and scoring.

Examination Validation Documentation: (Uniform Guidelines 14C 4 and 15C 3, State Personnel Board Rule 50 – Merit Selection Manual Section 2200, SPB Rule 250)

Develop and utilize consistent validation reporting methods to clearly document exam development and validation activities. Include all necessary information outlined in the Uniform Guidelines on Employee Selection Procedures and the SPB Rule 50 – Merit Selection Manual (SEE Appendix L: Validity Verification Checklist).

Exam Processing and Administration:

Consolidate all job analysis reports, exams, validation reports, and pertinent documentation in a systematic manner based upon classification.

Adopt and adhere to consistent filing procedures to ensure accessibility and that appropriate and necessary information is documented.

CAL FIRE RESPONSE TO AUDIT FINDINGS

On May 6, 2010, a draft copy of the audit report was provided to the CAL FIRE with the opportunity to review the findings and recommendations. The CAL FIRE submitted a response to the SPB on June 8, 2010.

The CAL FIRE concurred with most findings presented in the audit report, and agreed to adopt and implement job analysis and testing practices recommended by the SPB, including:

- Adequately survey a representative sample of incumbents when conducting all job analysis studies.
- Conduct a separate job analysis study for each classification and analyze the data separately for each classification.
- The job analysis should not rely solely on the data provided by individuals outside the classification. Incumbents must be utilized to evaluate the criticality of the job analysis components.
- Set cutoff criteria to correspond with no less than "Important" for tasks and "Important" and "Expected at Entry" for knowledge, skills, abilities, and personal characteristics (KSAPCs).
- Document and report finalized task/KSAPC linkage data within the final job analysis report.
- Do not include tasks/KSAPCs in the linkage data that did not meet the specified level of "Criticality" or "Importance" for tasks and level of "Importance" or "Expectancy upon Entry" to the position for KSAPCs.
- Do not send confidential examination materials electronically or release examination materials to SMEs outside of a controlled setting.
- The Examination Analyst overseeing the development process must be well versed in the test modality being used and provide active input into its final content, structure, and scoring procedures.
- Document and report the relationship between all examination materials and a current job analysis
- Link each examination item directly to the important and expected at entry KSAPCs listed on the final job analysis report rather than the examination bulletin.
- Develop logical and rational scoring procedures that are supported by the current job analysis for the classification.

- Develop and utilize consistent validation reporting methods to clearly document examination development and validation activities.

The CAL FIRE dissented with the SPB's recommendations and findings regarding exam confidentiality. The SPB recommended that CAL FIRE conduct all examination development meetings in a controlled setting, ensuring that examination materials are collected and secured by a qualified exam analyst. SMEs should not be allowed to work on exam materials in an un-proctored setting where this sensitive material could be compromised.

The CAL FIRE responded that it was not the departments practice to allow SME meetings to be conducted offsite without an exam analyst or examination manager present, however the CAL FIRE reported that interview questions were occasionally developed offsite with clear instructions and expectations regarding confidentiality being relayed to SMEs. The SPB reiterates that confidential exam materials should not be released under any circumstance. It is the exam analyst's responsibility to ensure the security of all exam related materials and not the SME's.

The SPB will continue to provide consultation and support to CAL FIRE as the department pursues maintaining fair and equitable assessment and hiring practices.

(SEE Appendix N: CAL FIRE Response to Audit Findings).

APPENDIX A: Government Code, Sections 19052, 18930 & 18934

I. **19052.** Whenever a vacancy in any position is to be filled and not by transfer, demotion, or reinstatement, the appointing power shall submit to the board, in accordance with board rules, a statement of the duties of the position, the necessary and desired qualifications of the person to be appointed, and a request that the names of persons eligible for appointment to the position be certified. When the appointing power establishes to the satisfaction of the board that the necessary qualifications for the vacant position include fluency in a language in addition to English only the names of persons possessing such fluency shall be certified.

II. **18930.** Examinations for the establishment of eligible lists shall be competitive and of such character as fairly to test and determine the qualifications, fitness, and ability of competitors actually to perform the duties of the class of position for which they seek appointment.

Examinations for managerial positions, except for career executive assignments as defined in Section 18547, peace officers defined in subdivision (a) of Section 830.2 of the Penal Code, and managerial positions of the Department of Forestry and Fire Protection in the classes of State Forest Ranger IV and Assistant Deputy State Forester, shall be held on an open basis unless the appointing authority determines otherwise. "Managerial position" means those positions having the duties which are defined under "managerial employees" in subdivision (e) of Section 3513. When an open examination is administered for a noncareer executive assignment managerial position, the names of the applicants who pass the examination with a passing score shall be placed on one list and ranked in the relative order of the examination score received.

Examinations may be assembled or unassembled, written or oral, or in the form of a demonstration of skill, or any combination of these; and any investigation of character, personality, education, and experience and any tests of intelligence, capacity, technical knowledge, manual skill, or physical fitness which the board deems are appropriate, may be employed.

III. **18934.** Every applicant for examination shall file a formal signed application in the office of the board or a designated appointing power within a reasonable length of time before the date of examination. Blank application forms shall be furnished without charge to all persons requesting them. Such applications when filed and all other examination materials, including examination questions and booklets, are the property of the board and are confidential records open to inspection only if and as provided by board rule. The application form shall include a place for listing volunteer experience and such experience shall be considered if it is relevant to the position being applied for. Each form shall have prominently displayed on its face the fact that volunteer experience will be given consideration as qualifying experience for state employment.

APPENDIX B: List of Job Analysis and Exam Projects Audited

The MOD conducted audits at CAL FIRE on March 1st & 8th of 2010 for the following classifications:

	Classification
1	Air Operator Officer Series
2	Associate Budget Analyst
3	Aviation Officer II (Flight Operations)
4	Battalion Chief
5	Dispatcher Clerk
6	Fire Apparatus Engineer
7	Fire Captain
8	Fire Captain (Paramedic)
9	Fire Fighter II
10	Forestry & Fire Protection Administrator
11	Forestry Cook I
12	Forestry Cook II
13	Heavy Equipment Mechanic
14	Heavy Equipment Mechanic (Correctional Facility)
15	Personnel Technician I
16	Pipeline Safety Engineer
17	Research Manager II (General)
18	Research Manager III (General)
19	Senior Accounting Officer (Supervisor)
20	Senior Civil Engineer
21	Senior State Archeologist
22	Staff Services Manager II (Managerial)
23	Staff Services Manager II (Supervisory)
24	Staff Services Manager III
25	State Fire Marshall Trainee
26	Supervising Pipeline Safety Engineer
27	Telecommunications Systems Manager I (Specialist)
28	Unit Chief

APPENDIX C: SPB Rule 50 & 250

Title 2. Administration
Division 1. Administrative Personnel
Chapter 1. State Personnel Board
Subchapter 1. General Civil Service Regulations
Article 3.5. Selection Standards

§ 50. Merit Selection Manual.

Each agency and department with delegated or decentralized selection responsibilities shall develop and maintain a selection program as specified in the State Personnel Board's Merit Selection Manual: Policy and Practices, dated October 2003, and in accordance with existing laws and rules. The State Personnel Board's Merit Selection Manual: Policy and Practices, dated October 2003, is hereby incorporated by reference in its entirety.

Note: Authority cited: Sections 18211 and 18701, Government Code. Reference: Article 7, Sections 1 and 3, California Constitution; and Sections 18213, 18500, 18900, 18930, 18950 and 19050, Government Code.

HISTORY

1. New article 3.5 (section 50) and section filed 2-6-2003; operative 2-6-2003. Submitted to OAL for printing only pursuant to
Government Code section18213 (Register 2003, No. 7).

2. Amendment of Merit Selection Manual: Policy and Practices (incorporated by reference) and amendment of section and Note filed 5-17-2004; operative 5-17-2004. Submitted to OAL for printing only pursuant to
Government Code sections 18211 and 18213 (Register 2004, No. 21).

3. Amendment of Merit Selection Manual: Policy and Practices (incorporated by reference) and amendment of section and Note filed 5-17-2004; operative 5-17-2004. Submitted to OAL for printing only pursuant to
Government Code sections 18211 and 18213 (Register 2004, No. 22).

2 CCR s 50, 2 CA ADC s 50

TITLE 2. ADMINISTRATION
DIVISION 1. ADMINISTRATIVE PERSONNEL
CHAPTER 1. STATE PERSONNEL BOARD
SUBCHAPTER 1. GENERAL CIVIL SERVICE REGULATIONS
ARTICLE 10. APPOINTMENTS

§ 250. Requirement That Selection Be Based on Merit and Fitness.

(a) Appointments to positions in the State civil service made from eligible lists in a manner consistent with provisions of Sections 254, 254.1, and 254.2 as related to the certification of eligibles, by way of transfer, as defined in Government Code Section 18525.3, or by way of reinstatement, as defined in Government Code Section 19140, shall be made on the basis of merit and fitness, defined exclusively as the consideration of each individual's job-related qualifications for a position, including his/her knowledge, skills, abilities, experience, education, training, physical and mental fitness, and any other personal characteristics relative to job requirements, as determined by candidate performance in selection procedures, including, but not limited to, hiring interviews, reference checks, background checks, and/or any other procedures, which assess job-related qualifications and are designed and administered to select those individuals who best meet the selection need.

(b) Eligible lists shall be created on the basis of merit and fitness, and, as such, shall result from: recruitment strategies designed to be as broad and inclusive as necessary to best meet the selection need; and candidate performance in selection procedures that assess job-related qualifications, are competitive in nature, are designed and administered to fairly and objectively identify those candidates who meet the selection need, and result in the ranking of candidates based on their job-related qualifications.

(c) Permanent status in permanent appointments to the civil service is achieved after completion of the required probationary period, the final phase of the selection process. Assessment of employee performance during the probationary period shall be made on the basis of merit and fitness, with regard to the individual's qualifications, including his/her knowledge, skills, abilities, experience, education, training, physical and mental fitness, and any other personal characteristics relative to job requirements, and his/her job-related performance.

(d) All phases of the selection process, including recruitment and examining, eligible list creation, appointment, and completion of the civil service probationary period, shall provide for the fair and equitable treatment of applicants and employees on an equal opportunity basis without regard to political affiliation, race, color, ancestry, national origin, sex, sexual orientation, religion, disability, medical condition, age, or marital status.

(e) Nothing herein shall be construed to relieve appointing powers from the obligation to reasonably accommodate individuals with disabilities as required under the Americans with Disabilities Act, the Fair Employment and Housing Act, and the Civil

Service Act.

(f) Nothing herein shall be construed so as to contravene the intent and purpose of Article VII, Section 6, of the California Constitution, which provides for the granting of preferences in state civil service to veterans and their surviving spouses.

(g) Intra-departmental job assignment transfers within the same job classification, such as assignments to different work shifts or work locations, or time base changes pursuant to Section 277 do not constitute appointments for purposes of this regulation.

Note: Authority cited: Sections 18211 and 18701, Government Code. Reference: Article VII, Sections 1 and 6, California Constitution; Sections 18213, 18500, 18525.3, 18900, 18930, 18950, 18951, 18971-18979, 19050, 19052, 19140, 19171, 19173 and 19702.2, Government Code.

HISTORY

1. New section filed 5-17-2004; operative 5-17-2004. Submitted to OAL for printing only pursuant to Government Code sections 18211 and 18213 (Register 2004, No. 21).

APPENDIX D: SPB Summary of Uniform Guidelines

The following excerpt is from a summary of the *Uniform Guidelines on Employee Selection Procedures (Uniform Guidelines)* prepared by the State Personnel Board's Test Validation and Construction Program. The *Uniform Guidelines*, in its entirety, is available for review at www.uniformguidelines.com.

Introduction

This summary of the *Uniform Guidelines for Employee Selection Procedures* is intended to provide a brief overview of the provisions contained in the *Uniform Guidelines*. This summary should be used in conjunction with the full text of the *Uniform Guidelines* to address specific selection-related queries.

History of the *Uniform Guidelines on Employee Selection Procedures*

The Civil Rights Act of 1964 established that employment decisions based on race, color, religion, sex, or national origin are discriminatory and illegal. In 1978, the U.S. Civil Service Commission, the Department of Labor, the Department of Justice, and the Equal Employment Opportunity Commission jointly adopted the *Uniform Guidelines on Employee Selection Procedures* to establish uniform standards for employers for the use of selection procedures and to address adverse impact, validation, and record-keeping requirements. The *Uniform Guidelines* document a uniform federal position in the area of prohibiting discrimination in employment practices on the basis of race, color, religion, sex, or national origin. The *Uniform Guidelines* outline the requirements necessary for employers to legally defend employment decisions based upon overall selection processes and specific selection procedures.

The *Uniform Guidelines* are not in and of themselves legislation or law; however, through their reference in a number of judicial decisions, they have been identified by the courts as a source of technical information and have been given deference in litigation concerning employment issues.

In addition to the *Uniform Guidelines* themselves, a separate document entitled *Questions and Answers on the Uniform Guidelines on Employee Selection Procedures* was released in 1979 to provide further clarification and a common interpretation of the *Uniform Guidelines*

APPENDIX E: Documented Audits

Audits dates: March 1st & 8th of 2010

Classification	Project Year
Pipeline Safety Engineer Series	2007
Air Operations Officer Series	2005 & 2009
Dispatcher Clerk	2006
Heavy Equipment Mechanic	2006
Heavy Equipment Mechanic (Correctional Facility)	2006
Forestry & Fire Protection Administrator	2006
Senior Accounting Officer	2009
Senior Civil Engineer	2008

APPENDIX F: Pipeline Safety Engineer 2007

California Department of Forestry & Fire Protection (CAL FIRE)
Pipeline Safety Engineer Series
Job Analysis Report

APPENDIX G: *Subject Matter Expert Participants*

Subject Matter Experts for this project were assigned through James Wright, Deputy Director, Chief of Fire Protection, Sacramento Headquarters. Factors considered in determining expert panels included (1) Departmental regional representation of incumbents, (2) geographic locations of incumbents and meeting site, (3) required participant experience level, and (4) utilization of incumbents throughout the Department.

PANEL for PIPELINE SAFETY ENGINEER CLASSIFICATION		
SUBJECT MATTER EXPERT	CLASSIFICATION	WORK LOCATION
Gary Shepherd	Incumbent	Lakewood
Robert (Bob) Gorham	Supervising Pipeline Safety Engineer	Lakewood
Nancy Wolfe	Division Chief	Office of the State Fire Marshal, HQ

PANEL for SUPERVISING PIPELINE SAFETY ENGINEER CLASSIFICATION		
SUBJECT MATTER EXPERT	CLASSIFICATION	WORK LOCATION
Robert (Bob) Gorham	Incumbent	Lakewood
Nancy Wolfe	Division Chief	Office of the State Fire Marshal, HQ

25

APPENDIX G: Battalion Chief 2006

The Battalion Chief (Non-Supervisory) and Assistant Chief (Non-Supervisory) classifications are rank-and-file classifications (BU 8) with positions throughout CDF. These classifications are assigned to schematic code BX60 and BX39 (*Agriculture and Conservation*).

The Assistant Chief (Supervisory) and Unit Chief are assigned to Schematic codes BX40 and BX20 (*Agriculture and Conservation*).

No prior job analysis of the classifications within the Chief Officer Series has been conducted.

CLASSIFICATION COMPOSITION

As of July 29, 2005, CDF had 245 out of 272 Battalion Chief (Supervisory) positions filled on a permanent, full-time basis; 110 out of 149 Assistant Chief (Supervisory) positions filled on a permanent, full-time basis; and 19 out of 23 Unit Chief positions filled on a permanent, full-time basis.

As of November 3, 2006 CDF had 255 out of 273 Battalion Chief (Supervisory) positions filled on a permanent, full-time basis; 88 out of 149 Assistant Chief (Supervisory) positions filled on a permanent, full-time basis; and 18 out of 21 Unit Chief positions filled on a permanent, full-time basis.

(see APPENDIX: E: *Classification Composition*).

INITIAL PLANNING

Initial planning for this detailed study entailed the development and/or assessment of the (1) methodology, (2) project timelines, (3) participation of subject matter expert consultants, (4) staff responsibilities, (5) meeting location, and (6) historical information (see APPENDIX F: *Project Plan*).

METHODOLOGY of STUDY

The methodology developed to analyze these classifications utilizes a task-analysis approach as outlined in the *Uniform Guidelines,* and the *long method* for conducting job analyses as outlined by WRIPAC. This methodology includes (1) a review of literature relevant to the analyzed classifications; (2) meetings with expert consultants to develop respective Task and KSA inventories reflecting current requirements for successful job performance in each analyzed classification; (3) meetings with expert consultants to assess and identify respective essential tasks and important, required KSAs; (4) meetings with expert consultants to establish the relationship between essential tasks and important, required KSAs; and (5) the identification of issues within the analyzed classifications.

4

APPENDIX E: Classification Composition

BATTALION CHIEF (NON-SUPERVISORY)
Ethnicity & Sex Profile of Employees
MIRS Report 7/29/2005

Ethnicity	Male	Female
Black	4	
White	195	20
Hispanic	14	
Asian	3	
American Indian	1	
Pacific Islander	1	
Filipino	1	
Other	6	
TOTAL INCUMBENTS in CLASSIFICATION	225	20

BATTALION CHIEF (NON-SUPERVISORY)
Ethnicity & Sex Profile of Employees
MIRS Report 11/8/2006

Ethnicity	Male	Female
Black	6	
White	191	25
Hispanic	20	1
Asian	4	
American Indian	1	
Pacific Islander	1	
Filipino	1	
Other	5	
TOTAL INCUMBENTS in CLASSIFICATION	229	26

28

APPENDIX G: *Subject Matter Expert Participants*

Subject Matter Experts for this project were assigned through James Wright, Deputy Director, Chief of Fire Protection, Sacramento Headquarters. Factors considered in determining expert panel included (1) Departmental regional representation of incumbents, (2) geographic locations of incumbents and meeting site, (3) required participant experience level, and (4) utilization of *Chief Officer Series* incumbents throughout the Department.

CHIEF OFFICER SERIES BATTALION CHIEF (NON-SUPERVISORY)		
SUBJECT MATTER EXPERT	CLASSIFICATION	WORK LOCATION
William Bradley	Assistant Chief (Supervisory)	Fort Bragg Mendocino Unit
Mike Bratton	Incumbent	El Cajon San Diego Unit
Rick Hutchinson	Assistant Chief (Supervisory)	Morgan Hill Santa Clara Unit
Matt Jenkins	Unit Chief (Previously Assistant Chief-S)	San Luis Obispo San Luis Obispo Unit
Bart Kriek	Incumbent	Morgan Hill Santa Clara Unit
Pete Marquez	Incumbent	Visalia Tulare
Mike Noonan	Assistant Chief (Supervisory)	Jamestown Tuolumne/Calaveras Unit
Jesse Sisneros	Incumbent	Red Bluff Tehama Glenn Unit
Rich Green	Assistant Deputy Director, Fire Protection	Sacramento Headquarters

32

APPENDIX H: Staff Services Manager II (Supervisory) & (Managerial), 2007

APPENDIX E: Questionnaire Respondents' Demographic Information

Demographics
Staff Services Manager II

Demographic Questions	Responses (Frequencies)	
	Incumbent	Supervisor
A. What is the official name of your present classification?		
(0) Staff Services Manager II	2	0
(1) Staff Services Manager III	1	0
(2) Other	0	0
	3	0
B. Are you completing this questionnaire as an incumbent in the Staff Services Manager II classification or as a supervisor who supervises a Staff Services Manager II?		
(0) Incumbent	2	0
(1) Supervisor	0	1
	2	1
C. How long have you worked in your current classification?		
(0) Less than one year	0	0
(1) At least one year, but less than two years	0	0
(2) At least two years, but less than three years	1	0
(3) At least three years, but less than five years	1	0
(4) More than five years	0	1
	2	1
D. How long have you worked in your current job assignment?		
(0) Less than one year	0	0
(1) At least one year, but less than two years	0	0
(2) At least two years, but less than three years	1	0
(3) At least three years, but less than five years	1	0
(4) More than five years	0	1
	2	1

21

APPENDIX E: Questionnaire Respondents' Demographic Information

Demographic Questions	Responses (Frequencies)	
	Incumbent	Supervisor
E. What is the highest level of education you have completed?		
(0) High school diploma or GED	0	0
(1) Up to two years of college with no degree	1	0
(2) AA or AS college degree	1	0
(3) BA or BS college degree	0	1
(4) Masters degree or higher	0	0
	2	1
F. If you possess a college degree (e.g. associate's, bachelor's, and/or advanced degree), as indicated in question E, in which of the following disciplines is your degree?		
(0) N/A – I do not possess a college degree	1	0
(1) General Education	1	0
(2) Other	0	1
	2	1
G. What is your gender?		
(0) Female	2	1
(1) Male	0	0
	2	1
H. What is your age?		
(0) 20-29	0	0
(1) 30-39	0	0
(2) 40-49	0	1
(3) 50-59	2	0
(4) 60 or over	0	0
	2	1
I. Of which ethnic group do you consider yourself a member?		
(0) White	2	1
(1) Black/African American	0	0
(2) Hispanic	0	0
(3) Asian	0	0
(4) Native American	0	0
(5) Other	0	0
	2	1

22

APPENDIX G: Staff Services Manager II Classification Composition

Ethnicity & Sex Profile of Employees
MIRS Report 05-14-2007

APPENDIX G: *Classification Composition*

Staff Services Manager II (Supervisory) Ethnicity & Sex Profile of Employees MIRS Report 05-14-2007		
Ethnicity	Male	Female
Black	0	0
White	1	2
Hispanic	0	1
Asian	0	0
American Indian	0	0
Pacific Islander	0	0
Filipino	0	0
Other	0	0
TOTAL INCUMBENTS in CLASSIFICATION	1	3

31

California Department of Forestry & Fire Protection
Staff Services Manager II Job Analysis Report

Ethnicity & Sex Profile of Employees
MIRS Report 05-14-2007

APPENDIX G: *Classification Composition*

Staff Services Manager II (Managerial) *Ethnicity & Sex Profile of Employees* *MIRS Report 05-14-2007*		
Ethnicity	Male	Female
Black	0	0
White	0	1
Hispanic	0	0
Asian	0	0
American Indian	0	0
Pacific Islander	0	0
Filipino	0	0
Other	0	0
TOTAL INCUMBENTS in CLASSIFICATION	0	1

32

APPENDIX M: *Staff Services Manager II Completed Task Results*

TASK	FREQUENCY	CRTICALITY	IMPORTANCE	ESSENTIAL *
T01	3.00	2.50	5.50	Y
T02	3.00	2.50	5.50	Y
T09	3.00	2.50	5.50	Y
T29	2.75	2.75	5.50	Y
T30	2.75	2.75	5.50	Y
T13	2.75	2.50	5.25	Y
T34	2.50	2.75	5.25	Y
T06	3.00	2.00	5.00	Y
T08	2.50	2.50	5.00	Y
T18	2.50	2.50	5.00	Y
T21	2.50	2.50	5.00	Y
T35	2.50	2.50	5.00	Y
T03	2.00	2.75	4.75	Y
T04	2.25	2.50	4.75	Y
T07	2.25	2.50	4.75	Y
T11	2.25	2.50	4.75	Y
T12	2.25	2.50	4.75	Y
T14	2.50	2.25	4.75	Y
T23	2.50	2.25	4.75	Y
T32	2.50	2.25	4.75	Y
T05	2.00	2.50	4.50	Y
T10	2.00	2.50	4.50	Y
T19	2.00	2.25	4.25	Y
T31	2.00	2.25	4.25	Y
T17	1.75	2.25	4.00	Y
T33	2.25	1.75	4.00	Y
T15	1.75	2.00	3.75	Y
T22	1.75	2.00	3.75	Y
T25	1.75	2.00	3.75	Y
T28	1.75	1.75	3.50	Y
T20	1.25	2.00	3.25	Y
T24	1.00	2.00	3.00	Y
T26	1.50	1.50	3.00	Y
T27	1.25	1.75	3.00	Y
T16	1.25	1.50	2.75	Y

* Y = yes

* N = no

41

APPENDIX N: Staff Services Manager II Computed KSA Results

KSA	NECESSITY	CRTICALITY	IMPORTANCE	ESSENTIAL *
A07	7.50	2.25	9.75	Y
A11	3.00	3.00	6.00	Y
A01	2.75	3.00	5.75	Y
A06	2.75	3.00	5.75	Y
K01	2.75	3.00	5.75	Y
A03	2.75	2.75	5.50	Y
A08	2.50	3.00	5.50	Y
A10	2.50	3.00	5.50	Y
A15	2.50	3.00	5.50	Y
A26	2.50	3.00	5.50	Y
K02	2.50	3.00	5.50	Y
K07	2.50	3.00	5.50	Y
A12	2.50	2.75	5.25	Y
A20	2.25	3.00	5.25	Y
A24	2.50	2.75	5.25	Y
A25	2.50	2.75	5.25	Y
A05	2.25	2.75	5.00	Y
A14	2.25	2.75	5.00	Y
A18	2.25	2.75	5.00	Y
A19	2.50	2.50	5.00	Y
K03	2.50	2.50	5.00	Y
K06	2.25	2.75	5.00	Y
A04	2.25	2.50	4.75	Y
A09	2.25	2.50	4.75	Y
A16	2.25	2.50	4.75	Y
A17	2.25	2.50	4.75	Y
A21	2.25	2.50	4.75	Y
A22	2.00	2.75	4.75	Y
K05	2.25	2.50	4.75	Y
K09	2.25	2.50	4.75	Y
K10	2.25	2.50	4.75	Y
K11	2.25	2.50	4.75	Y
K08	2.00	2.50	4.50	Y
K12	2.25	2.25	4.50	Y
A02	2.00	2.25	4.25	Y
A13	2.00	2.25	4.25	Y
K13	2.25	2.00	4.25	Y

* Y = yes
* N = no

42

California Department of Forestry & Fire Protection
Staff Services Manager II Job Analysis Report

KSA	NECESSITY	CRTICALITY	IMPORTANCE	ESSENTIAL *
K14	2.00	2.00	4.00	Y
A23	1.75	2.00	3.75	Y
K04	1.75	1.75	3.50	Y
K15	1.75	1.75	3.50	Y

* Y = yes
* N = no

43

California Department of Forestry & Fire Protection
Staff Services Manager III Job Analysis Report

observable competence to perform a learned psychomotor act, and (4) *ability* as a present competence to perform an observable behavior or a behavior which results in an observable product.

The applied *WRIPAC* method requires that identified work behaviors of an analyzed job conform to the *Uniform Guidelines* and be expressed in the form of standardized statements. In accordance, the preliminary lists of work behaviors were developed by project staff as (1) *task statements* describing worker action, (2) *knowledge statements* operationally defining the body of learned information, which is a necessary prerequisite for observable aspects of work behaviors of the job; and (3) *skill* and *ability statements* operationally defining observable aspects of work behaviors of the job. The task and KSA lists were compiled from the Staff Services Manager III classification specification and duty statements, then reviewed, revised, and approved by expert participants as a final verification of accuracy before presented for rating (see APPENDIX I: *Essential Staff Services Manager III Tasks*, APPENDIX J: *Essential Staff Services Manager III KSAs*.

MEASURES OF CRITICALITY

The *Uniform Guidelines* specify that work behavior(s) selected for measurement should be critical and/or important and constitute most of the analyzed job. The criticality of each task and KSA statement developed for the Staff Services Manager III classification was evaluated using rating scales designed by WRIPAC to identify those deemed as essential to successful job performance.

TASK RATING SCALES

SME participants were provided a hard copy of the task rating scales and finalized lists of the Staff Services Manager III task statements (see APPENDIX K: *Task Rating Scale*). After a review of the essential functions of a job, participants individually rated each statement on its criticality to acceptable job performance and the relative time spent performing each task.

CRITICALITY

This scale measures the estimated criticality of each task statement based on whether the task is a non-essential or essential function of the job. Scale responses range based on the following values: (0) task is not performed on the job/is trivial to acceptable performance on the job/is a non-essential function of the job; (1) satisfactory performance of the task is important to acceptable performance of the job/the task is an essential function of the job; and (2) satisfactory performance of the task is crucial to overall acceptable performance on the job/the task is an essential function of the job.

FREQUENCY of PERFORMANCE

This scale assesses the relative time spent performing each task. Scale responses range based on the following values: (0) task is not performed at all on the job, (1) task is performed rarely on the job, (2) task is performed occasionally on the job, and (3) task is performed frequently on the job.

5

KSA RATING SCALES

SME participants were provided a hard copy of the KSA rating scales and finalized lists of the Staff Services Manager III KSA statements (see APPENDIX L: *KSA Rating Scales*). Participants individually rated each statement on its criticality to satisfactory performance of the job and its necessity that employees possess the KSA upon entering the job.

NECESSITY

This scale measures the necessity for employees to possess the KSA upon entering the job. Scale responses range based on the following values: (0) possession of none or a trivial amount is expected, (1) possession of some is expected, (2) possession of most is expected, and (3) possession of all is expected.

CRITICALITY

This scale measures the criticality of each statement based on the relationship of the possession of the KSA to overall satisfactory job performance. Scale responses range based on the following values: (0) possession is not related, (1) possession is helpful or desirable, (2) possession is important, and (3) possession is essential.

DATA ANALYSIS

Recorded rater responses (scale values) were transferred by project staff into an Excel software program. The responses were combined to compute an overall mean (average) rating to determine those tasks and KSAs meeting the respective required statistical 2.0 and 3.0 mean rating criteria for inclusion as essential and required for successful job performance (see APPENDIX M: *Staff Services Manager III Computed Task Results*, APPENDIX N: *Staff Services Manager III Computed KSA Results*.

TASK STATEMENTS

Analysis of the resulting data of the task statement ratings for the Staff Services Manager III classification reveals that 33 task statements rated for criticality and frequency received a minimum combined mean rating of at least 2.0 and a necessity and criticality rating of at least .5 and have been deemed essential for successful job performance.

KSA STATEMENTS

Analysis of the resulting data of the KSA statement ratings for the Staff Services Manager III classification reveal that all nine knowledge statements and 23 ability statements rated for criticality and necessity received a minimum combined mean rating of at least 3.0 and an expected at entry or criticality rating of 1.5 and have been deemed essential for successful job performance. Six knowledge statements and three ability statements were rated as non essential for successful job performance. Six knowledge statements fell below the 1.5 measure of criticality rating, however, the SME's determined that these knowledges were necessary and therefore included as essential knowledges.

6

APPENDIX K: Task Rating Scales

Rate the Task list

The following scale is designed to measure the "Criticality" and "Frequency" of each task and to determine from which tasks KSAs will be developed.

Criticality of Task (Estimate the criticality of each task to acceptable performance of the job.)

Scale Value	Definition
0	This task is NOT PERFORMED on the job or is TRIVIAL to acceptable performance on the job OR this task is a NON-ESSENTIAL function on the job.
1	Satisfactory performance of this task is MODERATELY IMPORTANT to acceptable performance on the job, and this task is an ESSENTIAL function of the job.
2	Satisfactory performance of this task is VERY IMPORTANT to acceptable performance on the job, and this task is an ESSENTIAL function of the job.
3	Satisfactory performance of this task is CRUCIAL to overall acceptable performance on the job, and this task is an ESSENTIAL function of the job.

Essential functions include, but are not limited to, the following:

A. Does the job exist to perform the task?
B. Are there a limited number of employees who are available to be assigned the performance of the task?
C. Is the task so specialized that the person hired into the position is hired for his/her expertise or ability to perform the particular task?

NOTE: Task rated with a criticality of zero should be eliminated from the task inventory. It is not necessary to rate the "Frequency of the Task" of a task with a criticality rating of zero.

Frequency of the Task (Estimate the relative time spent performing each of the tasks.)

Scale Value	Definition
0	Task is NOT PERFORMED at all on the job.
1	Task is performed RARELY on the job.
2	Task is performed OCCASIONALLY on the job.
3	Task is performed FREQUENTLY on the job.

37

APPENDIX L: KSA Rating Scales

Rate the KSA list

The following scale is designed to measure the ""Necessity" and "Criticality" of each KSA.

Necessity of KSA (Rate each KSA based on its necessity for employees entering the job.)

Scale Value	Definition
0	Possession of NONE or a TRIVIAL amount of the knowledge, skill, or ability is expected upon the entry of the job.
1	Possession of SOME of the knowledge, skill, or ability is expected upon the entry to the job.
2	Possession of MOST of the knowledge, skill, or ability is expected upon entry of the job.
3	Possession of ALL the knowledge, skill, or ability is expected upon entry to the job.

Criticality of KSA (Rate each KSA based on its criticality to satisfactory performance of the job.)

Scale Value	Definition
0	Possession of the knowledge, skill, or ability is NOT RELATED to overall satisfactory job performance.
1	Possession of the knowledge, skill, or ability is HELPFUL or DESIRABLE to overall satisfactory job performance.
2	Possession of the knowledge, skill, or ability is IMPORTANT to overall satisfactory job performance.
3	Possession of the knowledge, skill, or ability is ESSENTIAL to overall satisfactory job performance.

38

APPENDIX M: Staff Services Manager III Completed Task Results

TASK	FREQUENCY	CRTICALITY	IMPORTANCE	ESSENTIAL *
T01	3.00	3.00	6.00	Y
T02	3.00	3.00	6.00	Y
T04	3.00	3.00	6.00	Y
T07	3.00	3.00	6.00	Y
T08	3.00	3.00	6.00	Y
T09	3.00	3.00	6.00	Y
T11	3.00	3.00	6.00	Y
T13	3.00	3.00	6.00	Y
T18	3.00	3.00	6.00	Y
T21	3.00	3.00	6.00	Y
T23	3.00	3.00	6.00	Y
T29	3.00	3.00	6.00	Y
T30	3.00	3.00	6.00	Y
T34	3.00	3.00	6.00	Y
T35	3.00	3.00	6.00	Y
T03	2.00	3.00	5.00	Y
T05	2.00	3.00	5.00	Y
T06	3.00	2.00	5.00	Y
T10	2.00	3.00	5.00	Y
T14	3.00	2.00	5.00	Y
T17	2.00	3.00	5.00	Y
T22	2.00	3.00	5.00	Y
T28	2.00	3.00	5.00	Y
T31	3.00	2.00	5.00	Y
T32	2.00	3.00	5.00	Y
T33	3.00	2.00	5.00	Y
T12	2.00	2.00	4.00	Y
T16	2.00	2.00	4.00	Y
T19	2.00	2.00	4.00	Y
T24	2.00	2.00	4.00	Y
T25	2.00	2.00	4.00	Y
T26	2.00	2.00	4.00	Y
T27	2.00	2.00	4.00	Y
T15	1.00	2.00	3.00	Y
T20	1.00	1.00	2.00	Y

* Y = yes

* N = no

39

APPENDIX N: Staff Services Manager III Computed KSA Results

KSA	NECESSITY	CRTICALITY	IMPORTANCE	ESSENTIAL *
A01	3.00	3.00	6.00	Y
A03	3.00	3.00	6.00	Y
A05	3.00	3.00	6.00	Y
A06	3.00	3.00	6.00	Y
A08	3.00	3.00	6.00	Y
A18	3.00	3.00	6.00	Y
A24	3.00	3.00	6.00	Y
A25	3.00	3.00	6.00	Y
A26	3.00	3.00	6.00	Y
K07	3.00	3.00	6.00	Y
A02	2.00	3.00	5.00	Y
A04	2.00	3.00	5.00	Y
A09	2.00	3.00	5.00	Y
A10	2.00	3.00	5.00	Y
A11	2.00	3.00	5.00	Y
A12	2.00	3.00	5.00	Y
A13	2.00	3.00	5.00	Y
A20	2.00	3.00	5.00	Y
A21	2.00	3.00	5.00	Y
A22	2.00	3.00	5.00	Y
K02	2.00	3.00	5.00	Y
K05	2.00	3.00	5.00	Y
K06	2.00	3.00	5.00	Y
K09	2.00	3.00	5.00	Y
K10	2.00	3.00	5.00	Y
K11	2.00	3.00	5.00	Y
K15	2.00	3.00	5.00	Y
A07	2.00	2.00	4.00	Y
A14	2.00	2.00	4.00	Y
A15	2.00	2.00	4.00	Y
A16	2.00	2.00	4.00	Y
A17	2.00	2.00	4.00	Y
A19	2.00	2.00	4.00	Y
A23	2.00	2.00	4.00	Y
K01	2.00	2.00	4.00	Y
K03	2.00	2.00	4.00	Y
K04	2.00	2.00	4.00	Y

* Y = yes

* N = no

40

California Department of Forestry & Fire Protection
Staff Services Manager III Job Analysis Report

KSA	NECESSITY	CRTICALITY	IMPORTANCE	ESSENTIAL *
K08	2.00	2.00	4.00	Y
K12	2.00	2.00	4.00	Y
K13	2.00	2.00	4.00	Y
K14	2.00	2.00	4.00	Y

* Y = yes
* N = no

41

APPENDX J: Exam Correspondences

State of California

The Resources Agency

M e m o r a n d u m

To: Ms. Janet Barentson
Staff Services Manager III
Department of Forestry
and Fire Protection

Date: July 25, 2007
M-77

Telephone: (916) 445-7909

Website: www.fire.ca.gov

From: **Rosalie Turbeville, Exam Analyst**
Department of Forestry and Fire Protection

Subject: PERSONNEL MANAGEMENT
Examinations
Staff Services Manager II (Supervisory)
Staff Services Manager II (Managerial)
Staff Services Manager III

You and Larry Menth have been designated to serve as the subject matter expert/exam consultants for the examinations noted above.

The main task of the exam consultants is to develop the patterned questions for the examination interviews. Before you begin, please review the enclosed examination material. In addition to the "Instructions for Developing Patterned Questions", the "Test Consultant's Item" form and the second page of the "Security Information" form provide helpful information on developing questions and responses.

Together with Larry, please develop six core questions for the Staff Services Manager II (Supervisory), Staff Services Manager II (Managerial), and Staff Services Manager III classifications that cover most or all of the critical class requirements specified on the examination bulletins as the "scope" of the interview. In addition, please develop one or two supervisory questions for all three classifications. You will also need to develop one additional question for the Staff Services Manager III that addresses the level of complexity for this classification.

To ensure the security of these examinations, please remember the following points:

1. Do not discuss or mention your involvement in these examinations to anyone except your immediate supervisor.

2. Do not leave examination material exposed. All material is to be locked up when not in use.

PLEASE REMEMBER TO CONSERVE ENERGY. FOR TIPS AND INFORMATION, VISIT "FLEX YOUR POWER" AT WWW.CA.GOV.

Ms. Janet Barentson
July 25, 2007
Page Two

3. Do not put examination material on a computer where it can be
    accessed by anyone other than you.

4. Do not retain copies of any examination material you prepare.

5. Complete and sign the attached "Security Information for
    Consultants" form and return it with the completed questions in a
    sealed envelope marked, "Personal and Confidential". (The
    questions may be transferred to a CD or memory stick. Please do
    not retain any questions on your computer's hard drive.)

Please return all examination materials to me. If you have any questions, or if I can
be of any assistance, please contact me at (916) 445-7909.

rt

Enclosures

PLEASE REMEMBER TO CONSERVE ENERGY. FOR TIPS AND INFORMATION, VISIT "FLEX YOUR POWER" AT
WWW.CA.GOV.

43

State of California

The Resources Agency

Memorandum

To: Roger Mattson
Department of Forestry
and Fire Protection

Date: June 16, 2009
M 69

Telephone: (916) 445-4247

Website: www.fire.ca.gov

From: (Diana Valenciano, Staff Services Analyst)
Department of Forestry and Fire Protection

Subject: PERSONNEL MANAGEMENT
Aviation Officer II, III (Maintenance)

DUE DATE: June 26, 2009

You have been designated to serve as the subject matter expert/exam consultant for the examination noted above.

The main task of the exam consultant is to develop the patterned questions for the examination interviews. Before you begin, please review the enclosed examination material. In addition to the "Instructions for Developing Patterned Questions", the "Test Consultant's Item" form and the reverse side of the "Security Information" form provide helpful information on developing questions and responses.

Please develop six to eight core questions that cover most or all of the critical class requirements for all classifications specified and an additional two to three questions specific to each classification.

To ensure the security of this examination, please remember the following points:

1.   Do not discuss or mention your involvement in this examination to anyone except your immediate supervisor.

2.   Do not leave examination material exposed. All material is to be locked up when not in use.

PLEASE REMEMBER TO CONSERVE ENERGY. FOR TIPS AND INFORMATION, VISIT "FLEX YOUR POWER" AT WWW.CA.GOV.

Roger Mattson
June 16, 2009
Page Two

3. Personally type or hand write the questions. Do not put material on a computer where it can be accessed by anyone other than you.

4. Do not retain copies of any examination material you prepare.

5. Complete and sign the attached "Security Information for Consultants" form and return it with the completed questions in a sealed envelope marked Personal and Confidential.

Please return all examination materials to me by (June 26, 2009). If you have any questions or if I can be of any assistance, please contact me at (916) 445-4247.

dv

Enclosures

State of California

The Resources Agency

Memorandum

To: Bill Payne
Department of Forestry
and Fire Protection

Date: June 16, 2009
M 69

Telephone: (916) 445-4247

Website: www.fire.ca.gov

From: (Diana Valenciano, Staff Services Analyst)
Department of Forestry and Fire Protection

Subject: PERSONNEL MANAGEMENT
Aviation Officer I, II, III (Flight Operations)

DUE DATE: June 26, 2009

You have been designated to serve as the subject matter expert/exam consultant for the examination noted above.

The main task of the exam consultant is to develop the patterned questions for the examination interviews. Before you begin, please review the enclosed examination material. In addition to the "Instructions for Developing Patterned Questions", the "Test Consultant's Item" form and the reverse side of the "Security Information" form provide helpful information on developing questions and responses.

Please develop six to eight core questions that cover most or all of the critical class requirements for all classifications specified and an additional two to three questions specific to each classification.

To ensure the security of this examination, please remember the following points:

1. Do not discuss or mention your involvement in this examination to anyone except your immediate supervisor.

2. Do not leave examination material exposed. All material is to be locked up when not in use.

PLEASE REMEMBER TO CONSERVE ENERGY. FOR TIPS AND INFORMATION, VISIT "FLEX YOUR POWER" AT WWW.CA.GOV.

Bill Payne
June 16, 2009
Page Two

3. Personally type or hand write the questions. Do not put material on a computer where it can be accessed by anyone other than you.

4. Do not retain copies of any examination material you prepare.

5. Complete and sign the attached "Security Information for Consultants" form and return it with the completed questions in a sealed envelope marked <u>Personal and Confidential</u>.

Please return all examination materials to me by June 26, 2009. If you have any questions or if I can be of any assistance, please contact me at (916) 445-4247.

dv

Enclosures

State of California   The Resources Agency

Memorandum

To: Mr. Don Clark   **Date:** April 17, 2008
            Supervising Civil Engineer   M-77
            Department of Forestry
             and Fire Protection

                                                    Telephone: (916) 445-7909

                                                    Website: www.fire.ca.gov

From: Rosalie Turbeville, Exam Analyst
            Department of Forestry and Fire Protection

Subject: PERSONNEL MANAGEMENT
            Examinations
            Senior Civil Engineer

DUE DATE: May 19, 2008

You have been designated to serve as the subject matter expert/exam consultant for the examination noted above.

The main task of the exam consultant is to develop the patterned questions for the examination interviews. Before you begin, please review the enclosed examination material. In addition to the "Instructions for Developing Patterned Questions", the "Test Consultant's Item" form and the reverse side of the "Security Information" form provide helpful information on developing questions and responses.

Please develop seven to eight questions that cover most or all of the critical class requirements for the classification specified on the examination bulletin as the "scope" of the interview.

To ensure the security of this examination, please remember the following points:

1. Do not discuss or mention your involvement in this examination to anyone except your immediate supervisor.

2. Do not leave examination material exposed. All material is to be locked up when not in use.

PLEASE REMEMBER TO CONSERVE ENERGY. FOR TIPS AND INFORMATION, VISIT "FLEX YOUR POWER" AT WWW.CA.GOV.

Mr. Don Clark
April 17, 2008
Page Two

3. Personally type or hand write the questions. Do not put material on a computer where it can be accessed by anyone other than you.

4. Do not retain copies of any examination material you prepare.

5. Complete and sign the attached "Security Information for Consultants" form and return it with the completed questions in a sealed envelope marked Personal and Confidential.

Please return all examination materials to me by **May 19, 2008**. If you have any questions or if I can be of any assistance, please contact me at (916) 445-7909.

rt

Enclosures

State of California

The Resources Agency

Memorandum

To: Mr. Duane Shintaku
Assistant Deputy Director,
Forest Practice
Department of Forestry
and Fire Protection

Date: April 27, 2009
M-77

Telephone: (916) 445-7909

Website: www.fire.ca.gov

From: **Rosalie Turbeville, Exam Analyst**
Department of Forestry and Fire Protection

Subject: PERSONNEL MANAGEMENT
Examinations
Forestry and Fire Protection Administrator

You, Andy McMurry, and Becky Robertson have been designated to serve as the subject matter expert/exam consultants for the examination noted above.

The main task of the exam consultants is to develop the patterned questions for the examination interviews. Before you begin, please review the enclosed examination material. In addition to the "Instructions for Developing Patterned Questions", the "Test Consultant's Item" form and the second page of the "Security Information" form provide helpful information on developing questions and responses.

Together with Andy and Becky, please develop five to six questions that cover most or all of the critical class requirements specified on the examination bulletin as the "scope" of the interview. In addition, please develop one or two supervisory questions.

To ensure the security of this examination, please remember the following points:

1. Do not discuss or mention your involvement in this examination to anyone except your immediate supervisor.

2. Do not leave examination material exposed. All material is to be locked up when not in use.

3. Do not put examination material on a computer where it can be accessed by anyone other than you.

PLEASE REMEMBER TO CONSERVE ENERGY. FOR TIPS AND INFORMATION, VISIT "FLEX YOUR POWER" AT WWW.CA.GOV.

50

Mr. Duane Shintaku
April 27, 2009
Page Two

    4.   Do not retain copies of any examination material you prepare.

    5.   Complete and sign the attached "Security Information for Consultants" form and return it with the completed questions in a sealed envelope marked, "Personal and Confidential". (The questions may be transferred to a CD or memory stick. Please do not retain any questions on your computer's hard drive.)

Please return all examination materials to me. If you have any questions, or if I can be of any assistance, please contact me at (916) 445-7909.

rt

Enclosures

State of California   The Resources Agency

Memorandum

To: Mr. Andy McMurry   **Date:** April 27, 2009
            Assistant Deputy Director,   M-77
            Fire Protection
            Department of Forestry
            and Fire Protection   **Telephone:** (916) 445-7909

                                                  Website: www.fire.ca.gov

From: **Rosalie Turbeville, Exam Analyst**
            Department of Forestry and Fire Protection

Subject: PERSONNEL MANAGEMENT
            Examinations
            Forestry and Fire Protection Administrator

You, Duane Shintaku, and Becky Robertson have been designated to serve as the subject matter expert/exam consultants for the examination noted above.

The main task of the exam consultants is to develop the patterned questions for the examination interviews. Before you begin, please review the enclosed examination material. In addition to the "Instructions for Developing Patterned Questions", the "Test Consultant's Item" form and the second page of the "Security Information" form provide helpful information on developing questions and responses.

Together with Duane and Becky, please develop five to six questions that cover most or all of the critical class requirements specified on the examination bulletin as the "scope" of the interview. In addition, please develop one or two supervisory questions.

To ensure the security of this examination, please remember the following points:

1.   Do not discuss or mention your involvement in this examination to anyone except your immediate supervisor.

2.   Do not leave examination material exposed. All material is to be locked up when not in use.

3.   Do not put examination material on a computer where it can be accessed by anyone other than you.

PLEASE REMEMBER TO CONSERVE ENERGY. FOR TIPS AND INFORMATION, VISIT "FLEX YOUR POWER" AT WWW.CA.GOV.

Mr. Andy McMurry
April 27, 2009
Page Two

4. Do not retain copies of any examination material you prepare.

5. Complete and sign the attached "Security Information for Consultants" form and return it with the completed questions in a sealed envelope marked, "Personal and Confidential". (The questions may be transferred to a CD or memory stick. Please do not retain any questions on your computer's hard drive.)

Please return all examination materials to me. If you have any questions, or if I can be of any assistance, please contact me at (916) 445-7909.

rt

Enclosures

APPENDX K: Examination Methodology

EXAMINATION METHODOLOGY

Previous Examination Review

- Review historical examination information (e.g., how test was conducted, subsequent notes from SMEs and Examination Unit Staff, and recommended changes to the examination plan)
- Review job analysis

Secure Subject Matter Experts

- Request SMEs that are knowledgeable of the classification being tested and who represent different geographic work locations and areas of responsibility
- Determine the best method of testing

Typical Format of QAP SME Meetings

- Have Subject Matter Experts (SMEs) sign confidentiality agreement (security form)
- Provide explanation of job analysis process
- Review the KSAs identified on the job analysis
- Instruct SMEs to develop questions that pertain to the job and can be linked back to the KSAs on the job analysis
- Discuss interview dates
- Review instructions for developing QAP questions, Instructions for Developing Patterned Questions, Test Consultant's Item Form, and Security Information for Consultants (see attached documents)
- Instruct the SME on the number of questions required
- Discuss rating criteria
- Review the due date for completion of questions if not completed the day(s) of the meeting(s)
- Determine if follow up meeting is necessary
- Final review of questions
- Schedule future examination development meeting(s) if necessary

Other Examination Components

- Determine the examination component to be used, if other than QAP
- If examination component has been used in past examinations, review the test component with the SMEs and make any modifications to the examination and/or rating guidelines
- If examination component has not been used, work with SMEs to develop the testing method
- Link the testing method to the KSA on the job analysis

APPENDIX L: Validity Verification Checklist
**Checklist for Validity Verification of
Content Validation Study
To Determine
Adequacy of Documentation***

1. **User(s), location(s) and date(s) of study**
    Dates and location(s) of the job analysis should be shown (Essential).

2. **Problem and Setting**
    An explicit definition of the purpose(s) of the study and the circumstances in which the study was conducted should be provided. A description of existing selection procedures and cutoff scores, if any, should be provided.

3. **Job Analysis - Content of the job**
    (A) A description of the method used to analyze the job should be provided (Essential).
    (B) The work behavior(s), the associated tasks, and if the behavior results in a work product, the work products should be completely described (Essential).
    (C) Measures of criticality and/or importance of this work behavior(s) and the method of determining these measures should be provided (Essential).
    (D) Where the job analysis also identified the knowledges, skills, and abilities used in work behavior(s), an operational definition for each knowledge in terms of a body of learned information and for each skill and ability in terms of observable behaviors and outcomes should be provided (Essential).
    (E) The relationship between each knowledge, skill, or ability and each work behavior as well as the method used to determine this relationship should be provided (Essential).
    (F) The work situation should be described, including the setting in which work behavior(s) are performed, and where appropriate, the manner in which knowledges, skills, or abilities are used, and the complexity and difficulty of the knowledge, skill, or ability as used in the work behavior(s).

4. **Selection procedure and its content**
    (A) Selection procedures, including those constructed by or for the user, specific training requirements, composites of selection procedures, and any other procedure supported by content validity should be completely and explicitly described or attached (Essential).
    (B) If commercially available selection procedures are used, they should be described by title, form and publisher (Essential).
    (C) The behaviors measured or sampled by the selection procedure should be explicitly described (Essential).

(D) Where the selection procedure purports to measure a knowledge, skill, or ability, evidence that the selection procedures and is a representative sample of the knowledge, skill, or ability should be provided (Essential).

(E) A requirement for or evaluation of specific prior training or experience based on content validity, including a specification of level or amount of training or experience should be justified on the basis of the relationship between the content of the training or experience and the content of the job for which the training or experience is to be required or evaluated. The critical consideration is the resemblance between the specific behaviors, products, knowledges, skills, or abilities required on the job, whether or not there is close resemblance between the experience or training as a whole and the job as a whole.

5. **Relationship Between the Selection Procedure and the Job**

(A) The evidence demonstrating that the selection procedure is a representative work sample, a representative sample of the work behavior(s), or a representative sample of a knowledge, skill, or ability as used as a part of a work behavior and necessary for that behavior should be provided (Essential).

(B) The user should identify the work behavior(s) which each item or part of the selection process is intended to sample or measure (Essential).

(C) Where the selection procedure purports to sample a work behavior or to provide a sample of a work product, a comparison should be provided of the manner, setting, and the level of complexity of the selection procedure with those of the work situation (Essential).

(D) If any steps were taken to reduce adverse impact on a race, sex, or ethnic group in the context of the procedure or in its administration, these steps should be described.

(E) Establishment of time limits, if any, and how these limits are related to the speed with which duties must be performed on the job, should be explained.

(F) Measures of central tendency (e.g., means) and measures of dispersion (e.g., standard deviations) and estimates of reliability should be reported for all selection procedures if available. Such reports should be made for relevant race, sex, and ethnic subgroups, at least on a statistically reliable sample basis.

6. **Alternative Procedures Investigated**

(A) The alternative selection procedures investigated and available evidence of their impact should be identified (Essential).

(B) The scope, method, and findings of the investigation, and the conclusions reached in light of the findings, should be fully described (Essential).

7. **Users and Applications**

(A) The methods considered for use of the selection procedure (e.g., as a screening device with cutoff score, for grouping or ranking, or combined

with other procedures in a battery) and available evidence of their impact should be described (Essential).

(B) This description should include rationale for choosing the method for operational use, and the evidence of the validity and utility of the procedure as it is to be used (Essential).

(C) The purpose for which the procedure is to be used (e.g., hiring, transfer, promotion) should be described (Essential).

(D) If the selection procedure is used with a cutoff score, the user should describe the way in which normal expectations of proficiency within the work force were determined and the way in which the cutoff score was determined (Essential).

(E) In addition, if the selection procedure is to be used for ranking, the user should specify the evidence showing that a higher score on the selection procedure is likely to result in better job performance.

8. **Contact Person**
The name, mailing address, and telephone number of the person who may be contacted for further information about the validity study should be provided (Essential).

9. **Accuracy and Completeness**
The report should describe the steps taken to assure the accuracy and completeness of the collection, analysis, and report of data and results.

* Uniform Guidelines on Employee Selection Procedures (8/25/78) Requirements for Documentation of Content Validity

Documents to Possess

- ☐ Job analysis questionnaire, interview form
- ☐ Job analysis results
    - ▪ List of essential tasks
    - ▪ List of essential KSAPCs
    - ▪ Working condition data
    - ▪ Other characteristics – personality, temperament, motivation
    - ▪ Education/Training requirements
    - ▪ Task/KSA linkage

- ☐ Readability analysis
- ☐ SME & management participants
- ☐ Pass point setting methodology & related documentation (MAC forms)
- ☐ Validation Report
- ☐ Exam plan
- ☐ Keyed and unkeyed exam(s)
- ☐ Scoring methodology
- ☐ Item/KSA linkage
- ☐ Pretesting materials (results)

←Confidential

APPENDIX M: Filing Procedures

CIVIL SERVICE EXAMINATIONS

- Label the tab on the folder with the following information:

  - Class title* (exam base)
  - Final filing date
  - Contents
  - Purge date

See sample below:

Class Title:	Office Technician (Open)
FFD:	12/09/06
Contents:	Applications
Purge:	12/09/08

*Series exam: Label should show all class titles

On the front side of the folder, attach the appropriate folder label indicating the contents.

See sample below.

Class Title: Office Technician (Open)	
FFD:	12/09/06
Contents:	Applications
Purge:	12/09/08

Exam History
- **Exam Control**
- **Bulletin**
- **511B**

Series exam: Combine contents where appropriate

These folders should be filed in an expandable hanging folder (one expandable hanging folder per examination). The expandable hanging folder will have a plastic tab and label containing the same information as the file tab.

ALL EXAM FOLDERS WILL HAVE A HISTORY AND APPLICATION FILE

The remaining folders will be dependent on the type of exam plan you have. Please note that not every exam will have all of the items listed under each type of folder. Check off the items that are applicable to your exam on the label. If an exam is very small, all items can be combined in one folder; however, all pertinent labels identifying the contents should be affixed to the front of the folder.

IDENTIFYING CIVIL SERVICE EXAMINATION MATERIAL

The following is a list of the various exam folders you will need to create.

Exam Folders (Regular Civil Service Exams)

EXAM HISTORY FOLDER – REGULAR CIVIL SERVICE (FOLDER #1)
- ☐ Original of COMPLETED Exam Control printout
- ☐ Bulletin & Riders
- ☐ Salary Verification
- ☐ Exam Bulletin Distribution Form
- ☐ 511B
- ☐ Class Specification
- ☐ Exam Assessment
- ☐ Original of Information List
- ☐ Original of Bottom Line Hiring Report
- ☐ Scoring Update Report RW (for each exam phase)
- ☐ Scoring Results list for Each Exam Phase (S1 & S4)
- ☐ Final Results List (S8)
- ☐ Veteran's/Career Credits List
- ☐ Completed Exam/Test Appeals Report
- ☐ PURGE DATE (*Keep five years or one administration, whichever is _longer_*)

APPLICATIONS FOLDER – REG. CIVIL SVC (FOLDER #2)
- ☐ Applications – Accepted
  - ☐ Applications
  - ☐ List of Competitors
- ☐ Applications – Rejected
  - ☐ Applications
  - ☐ List of Rejects
- ☐ PURGE DATE (*Keep at least two years in case of an appeal*)

Separate folders should be set up for accepted, rejected and DQ/DNA's/Withdraws/Applications, unless the exam is small and the applications can fit in one folder.

The applications should be filed as follows:
- o In alphabetical order clipped together by group (e.g., accepted, rejected).
- o Applications should be detailed (MQ'd) and correctly coded (or scored if T&E).
- o Copy of the on-line exam report attached to the front of applications (e.g., P1, S2).

NOTE: If an applicant requested Reasonable Accommodation and completed a Disability Questionnaire (SPB-351), <u>do not</u> store this form in the exam file. These forms must be set up in a separate medical file.

QAP MATERIAL (FOLDER #3)
☐ Interview Rating Sheets
☐ Tape Logs
☐ Interview Schedule
☐ Master Alpha listing of candidates
☐ Scoring Conversion Forms
☐ DQ Sheets
☐ Panel Orientation/Test Information
☐ Panel Information for Candidates
☐ Panel Orientation Information
☐ Confidentiality Statements from Candidates
☐ Chairperson/SSR Evaluations
☐ Chairperson Report (SPB 295A)
☐ PURGE DATE *(Keep as long as the life of the list plus one year or until a new exam is administered. If there are appeals, keep files until one year after SPB decision is made)*

CORRESPONDENCE (FOLDER #4)
☐ Correspondence/e-mails to/from SPB
☐ Copies of letters sent to applicants other than the computer generated notices
☐ Written protests/resolutions
☐ Any miscellaneous written correspondence
☐ Address changes completed by applicants
☐ Location Preference Forms (631) completed by applicants
☐ PURGE DATE *(Keep as long as the life of the list plus one year or until a new exam is administered. If there are appeals, keep files until one year after SPB decision is made)*

PERFORMANCE INFORMATION (FOLDER #5)
☐ Exam Review
☐ Exam Instructions
☐ Rating Sheets
☐ Item Analysis
☐ Candidate Sign-in Sheets
☐ Candidate Confidentiality Statements
☐ Tape Log
☐ Rating Sheets
☐ Performance Notes
☐ PURGE DATE *(Keep until next administration of exam)*

WRITTEN TEST INFORMATION (FOLDER #6)
☐ SPB Test Material (green)
☐ Exam Front cover sheet w/written pattern code information
☐ Confidentiality statements (candidates)
☐ Notice to appear (candidates)
☐ Check in List (used at test site to check in candidates)
☐ PURGE DATE *(Keep until next administration of exam)*

T&E INFORMATION (FOLDER #7)
☐ T&E Rating Criteria (signed & dated)
☐ Security Form signed by SME who assisted with app review
☐ PURGE DATE *(Keep until next administration of exam)*

CEA EXAMINATIONS

When preparing exam folders use 1/3-cut letter size manila folders (the folder should be new or in good shape.).

- Label the tab on the folder with the following information:

  - CEA/CMA/CSA
  - Office/Branch
  - Final Filing Date
  - Working Title of the Position

See sample below:

CEA IV   EIT   FFD: 7/1/01 **CIO** **Sacramento**

On the front side of the folder, attach the appropriate folder label indicating the contents.

See sample below.

	CEA IV EIT FFD: 7/1/01 **CIO** **Sacramento**
Exam History - **Bulletin** - **KPD** - **etc.**	

These folders should be filed in an expandable hanging folder (one expandable hanging folder per examination). The expandable hanging folder will have a plastic tab and label containing the same information as the file tab.

ALL EXAM FOLDERS WILL HAVE A HISTORY AND APPLICATION FILE

The remaining folders will be dependent on the type of exam plan you have. Please note that not every exam will have all of the items listed under each type of folder. Check off the items that are applicable to your exam on the label. If an exam is very small, all items can be combined in one folder; however, all pertinent labels identifying the contents should be affixed to the front of the folder.

IDENTIFYING CEA EXAMINATION MATERIAL

The following is a list of the various exam folders you will need to create:

Exam Folders (CEA)

EXAM HISTORY – (CEA) (FOLDER #1)
- ☐ Bulletin (and Riders, if applicable)
- ☐ Salary Verification
- ☐ Exam Bulletin Distribution Form(s)
- ☐ VPOS Form
- ☐ Key Position Description
- ☐ Duty Statement
- ☐ Exam Assessment
- ☐ Original of Eligible List

APPLICATIONS – (CEA) (FOLDER #2)
- ☐ Applications – Accepted
  - ☐ Applications
  - ☐ List of Competitors
- ☐ Applications – Rejected
  - ☐ Applications
  - ☐ List of Rejects
- ☐ Attach Each Candidates letter (Results, Thank You for Applying) to front of application

A set of separate folders should be set up for accepted and rejected applications, unless the exam is small and all the applications can fit in one folder.

The applications should be filed as follows:

- In alphabetical order clipped together by group (i.e. accepted, rejected etc.)
- Applications should be detailed (MQ'd).
- Copy of each candidate's letter (e.g., Final Results, Thank You for Applying) to the front of the application.

NOTE: If an applicant requested Reasonable Accommodation and completed a Disability Questionnaire (SPB-351), <u>do not</u> store this form in the exam file. These forms must be set up in a separate medical file.

APPLICATION REVIEW (FOLDER #3)
☐ Application Screening Rating Sheets (Check-off type)
☐ Application Review Rating Criteria Forms (Scored)
    ☐ Scoring Summary (Rating Sheet)
    ☐ Scoring Conversion Forms
    ☐ Signed Consultant Security Form (green) - if no QAP

CORRESPONDENCE (CEA) (FOLDER #4)
☐ Correspondence/e-mails to/from SPB
☐ Copies of letters sent to applicants other than results or thank-you for applying letters
☐ Written protests/resolutions
☐ Any miscellaneous written correspondence

QAP MATERIAL- (CEA) (FOLDER #5)
☐ Scoring Summary Sheet (QAP Rating Sheet)
☐ Interview Schedule (CEA/CMA/CSA)
☐ Scoring Conversion Forms
☐ Panel Information for Candidates (list of who is on the panel)
☐ Panel Orientation Information
☐ Confidentiality Statements from Candidates
☐ Chairperson/SSR Evaluations
☐ Chairperson Report (SPB 295A)
☐ PURGE DATE *(Per SPB Rule 548.40, all CEA exam files must be maintained for 3 years)*

PREPARING EXAMINATION KEY FOLDERS

All confidential test material must be filed in Key folders.

Use the following guidelines:

- Use 9x12 size envelopes
- Use standard size mailing label
- Label the envelope in the upper right hand with the following information:
  - Class Title
  - Type of Test Material (i.e. interview questions, written exercise)
  - Test Dates
  - Final Filing Date (the final filing date will allow us to tie the test material to the history file).

See sample below:

	Staff Services Manager I **Interview Questions** **09/28/04 – 09/30/04** **FFD: 08/01/04**

IDENTIFYING KEY FOLDER MATERIAL

The following is a list of the various types of exams and the items that belong in the key folders. There is no need to duplicate items from the Exam Folders for the Key Folders and vice versa.

Written Tests
- Key copy of test booklet (answers marked)
- Master of test booklet (for copying)
- Answer sheet key (card stock with holes punched)
- Answer sheet (answers marked with red pen)
- Item Analysis
- Raw Score Tab
- Copy of cover of test booklet
- Consultant Item forms
- Signed consultant security forms (green)
- Proctor's Instructions
- Proctor's report(s)
- Study Guide
- PURGE DATE: Keep indefinitely

Interview Questions (QAP)
- Original and one copy of questions
- Master of package given to candidates (prep or other)
- Signed consultant security forms (green)
- PURGE DATE: Keep indefinitely

Performance Test
- Master of performance test
- Scoring criteria/rating scale
- Proctor's Instructions
- Master of candidate scoring sheet
- Signed consultant security forms (green)
- **PURGE DATE: Keep indefinitely**

T&E EXAM INFORMATION
- Master of T&E exam package
- Scoring criteria/guides
- Signed consultant security forms (green)
- **PURGE DATE: Keep indefinitely**

MAINTAINING ADDITIONAL EXAMINATION MATERIAL

<u>**Extra Test Booklets**</u>:
- Store booklets in boxes
- Label boxes with class title and contents
- Put note in Key folder regarding location of extra test booklets
- Save until test booklet is revised

<u>**Candidate Test Material**</u>
Candidate test material such as answer sheets, plans or schematic drawings, structured interview packages, supplemental applications should be filed as follows:

- Place exam material in envelope
- Label upper right hand corner of envelope.
    - Class title
    - Test date
    - Contents
    - Purge date

<u>**Panel Member Notes/Packages:**</u>
- Place examination material in envelope
- Label upper right hand corner of envelope
    - Class title
    - Interview date(s)
    - Contents
- ***PURGE DATE****:* **Keep as long as the life of the list plus one year or until a new exam is administered. If there are appeals, keep files until one year after SPB decision is made.**

Interview Tapes
- Label tapes
    - Class title
    - Interview date
    - Candidate's name
- File in numerical order
- Band tapes together
- ***PURGE DATE****:* **Two years after list date**

*After purge date, erase and discard unless an appeal is in progress. Tapes may be reused one time only.

CLOSING EXAMINATION FILES

Exam files should be completed and filed **within 30 days** after the exam is completed.

APPENDIX N: CAL FIRE Response to Audit Findings

State of California   **Natural Resources Agency**

Memorandum

To: SUZANNE AMBROSE   **Date:** June 8, 2010
Executive Officer
State Personnel Board   **Telephone:** (916) 653-7772
801 Capitol Mall, Room 570
Sacramento 95814   **Website:** www.fire.ca.gov

From: DEL WALTERS
Director
Department of Forestry and Fire Protection (CAL FIRE)
1416 Ninth Street, Suite 1505
Sacramento, CA 95814

Subject: State Personnel Board Job Analysis and Exam Process Audit Report Response

Enclosed please find the Department of Forestry and Fire Protection's (CAL FIRE) response to the State Personnel Board Job Analysis and Exam Process Audit. I want to express my appreciation and acknowledgment of the time and effort you and your staff have provided to CAL FIRE throughout this process. I also want to thank you for your personal interest and assistance in making sure CAL FIRE had the appropriate tools to meet its hiring needs for this season.

If you have any questions regarding this submittal, please contact Janet Barentson, Deputy Director, Management Services, at (916) 653-7772.

Enclosure

cc: Crawford Tuttle, Chief Deputy Director
Janet Barentson, Deputy Director, Management Services
Cheryl Robertson, Manager Personnel Services
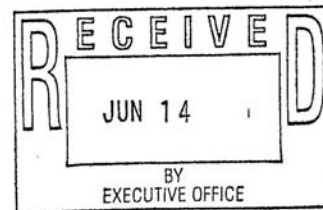
RECEIVED
JUN 14
BY
EXECUTIVE OFFICE

PLEASE REMEMBER TO CONSERVE ENERGY. FOR TIPS AND INFORMATION, VISIT "FLEX YOUR POWER" AT WWW.CA.GOV.

CALIFORNIA DEPARTMENT OF FORESTRY AND FIRE PROTECTION (CAL FIRE)

State Personnel Board Job Analysis and Exam Processes Audit Report Response

June 4, 2010

INTRODUCTION

This report responds to the State Personnel Board's (SPB's) draft Job Analysis and Exam Processes Audit Report issued on April 10, 2010. The draft audit report contained findings and recommendations for process improvement. In general, we agree with the draft report's findings and will diligently incorporate recommended solutions.

For ease of review, the SPB findings which were included in the original draft audit report are restated below, followed by CAL FIRE's response.

JOB ANALYSIS – SURVEY ADMINISTRATION AND DATA ANALYSIS

SPB Finding: Adequately survey a representative sample of incumbents when conducting all job analysis studies.

Department's Response: CAL FIRE has reviewed its practice in regards to the appropriate number of incumbents to use for job analysis surveys and concurs with the SPB's findings. CAL FIRE will adopt the recommended number of incumbents required based on the sampling guidelines contained in the SPB Job Analysis Training Manual.

SPB Finding: Conduct a separate job analysis study for each classification and analyze the data separately for each classification.

Department's Response: CAL FIRE reviewed the information provided in the draft audit report and concurs with the findings. CAL FIRE will conduct a separate job analysis for each classification, analyze the results separately, and produce a separate job analysis report.

SPB Finding: The job analysis should not rely solely on the data provided by individuals outside the classification. Incumbents must be utilized to evaluate the criticality of the job analysis components.

Department's Response: CAL FIRE reviewed the information in the draft audit report findings and the appropriate number of incumbents will be utilized in the future. While CAL FIRE concurs with SPB's findings, it should be noted that there was an error found in the job analysis report for Heavy Equipment Mechanic (Correctional Facility). The report indicated the incumbents were Heavy Equipment Mechanics rather than the correct title of Heavy Equipment Mechanic (Correctional Facility).

SPB Finding: Set cutoff criteria to correspond with no less than "Important" for tasks and "Important" and "Expected at Entry" for knowledge, skills, abilities, and personal characteristics (KSAPCs).

Department's Response: CAL FIRE found some inconsistencies with several of its job analysis cutoff scores and will make the necessary changes to all new job analysis studies.

2

JOB ANALYSIS – TASK/KSAPC LINKAGE DATA

SPB Finding: Document and report finalized task/KSAPC linkage data within the final job analysis report.

Department's Response: CAL FIRE concurs with this analysis and will include the linking of the tasks and KSAPCs in the job analysis report. However, while the linkage was not listed in the final job analysis report, the data was documented in the project files and electronically.

SPB Finding: Do not include tasks/KSAPCs in the linkage data that did not meet the specified level of "Criticality" or "Importance" for tasks and level of "Importance" or "Expectancy upon Entry" to the position for KSAPCs.

Department's Response: CAL FIRE concurs. In most cases the task/KSAPC linkage data did not include those that dropped below the cut off score. While the final job analysis report for the referenced classifications reflected the tasks/KSAPCs as dropped, the linkage data in the project files was not denoted.

EXAMINATION DEVELOPMENT – CONFIDENTIALITY OF EXAMINATION DEVELOPMENT

SPB Finding: Maintain strict confidentiality of all examination related materials and examination development processes by having a qualified Examination Analyst proctor all activities involving the use of Subject Matter Experts (SMEs).

Department's Response: It is not CAL FIREs practice to allow SME meetings to be conducted off site without an Examination Analyst and/or Examination Manager present. While CAL FIRE has, on occasion, allowed the SMEs to develop structured interview questions off site, clear instruction and expectations were relayed to the SMEs and confidentiality agreements were signed. Follow up meetings are typically scheduled in these situations to review and edit the test material.

SPB Finding: Do not send confidential examination materials electronically or release examination materials to SMEs outside of a controlled setting.

Department's Response: CAL FIRE concurs with SPB and will not allow test development meetings outside of a controlled setting. The letters to SMEs listed in the draft audit report findings infer that all the test development activities were performed off site. CAL FIRE has, on occasion, allowed SMEs to work off site to develop interview questions, however, with the exception of one examination listed in the audit findings the SME meetings were held on site. The memorandum of instruction is often given to the SMEs at the meeting to emphasize their responsibilities in the interview development process.

3

SPB Finding: The Examination Analyst overseeing the development process must be well versed in the test modality being used and provide active input into its final content, structure, and scoring procedures.

Department's Response: CAL FIRE concurs. All test development is supervised by an Examination Analyst and the Examination Manager. Questions are reviewed multiple times prior to the examination administration.

EXAMINATION DEVELOPMENT – EXAMINATION ITEMS AND KSAPC LINKAGES

SPB Finding: Document and report the relationship between all examination materials and a current job analysis.

Department's Response: CAL FIRE concurs and will make a better effort to clearly link the test items to the job analysis.

SPB Finding: Link each examination item directly to the important and expected at entry KSAPCs listed on the final job analysis report rather than the examination bulletin.

Department's Response: CAL FIRE concurs. CAL FIRE typically links the examination components to the KSAPCs on the bulletin. The KSAPCs on the bulletin are derived from the final job analysis report. CAL FIRE will link the components directly in the future.

SPB Finding: Develop logical and rational scoring procedures that are supported by the current job analysis for the classification.

Department's Response: CAL FIRE will ensure the SPB recommendations are followed.

EXAMINATION DEVELOPMENT – EXAMINATION VALIDATION DOCUMENTATION

SPB Finding: Develop and utilize consistent validation reporting methods to clearly document examination development and validation activities.

Department's Response: CAL FIRE concurs and will clearly document all examination and validation activities.

ADDITIONAL AREAS OF CONCERN

The additional areas of concern will be reviewed and addressed by CAL FIRE.

4